



BOARD OF COMMISSIONERS' MEETING

March 23, 2021, 10:30 a.m., in the HUB Conference Room & Zoom

Mission Statement

"To strengthen the health and well-being of our community through partnership and trust."

AGENDA

	Page(s)		
Call to Order		Nancy Giddings	
Quorum Established		Nancy Giddings	
Review, Amend, Accept Agenda		Nancy Giddings	
Introduction of Board, District Employees and Guests		Nancy Giddings	
 <i>Items listed under the consent agenda are considered routine board matters and will be approved by a single motion of the Board without separate discussion. If separate discussion is desired, that item will be removed from the consent agenda and placed on the regular business agenda.</i>			
Approval of Consent Agenda	ACTION	Nancy Giddings	3-8
<ul style="list-style-type: none"> • Minutes 2/23/21 Board Meeting • Minutes 3/10/21 Special Board Meeting • Approval of Warrants • Financial Write-Off Report • Resolution 2021#3 Surplus Small Equipment 			
Correspondence		Nancy Giddings	
Public Comments			
CNO Report & Quality Improvement and Compliance/Risk Management		Cindy Chase	9-10
Clinic Report		Julia Santana	11
Medical Staff Report		Dr. Garcia	
Safety Report:		Brant Truman	
CFO/COO Report		Brant Truman	12
Financial Report		Brant Truman	13-22
CEO Report		Aaron Edwards	23-24
Old Business		Nancy Giddings	
<ul style="list-style-type: none"> • Board QI Project • Facility Update • Health Foundation • Strategic Planning • Bylaw review • Curlew Clinic • Pharmacy 			

Board of Commissioners
 36 Klondike Rd, Republic, WA 99166
 P. (509) 775-8242 F. (509) 775-3866

Board Representative Reports

- Finance
- Quality Improvement
- Compliance/Risk Management
- Medical Staff
- Credentialing
- EMS

Ron Bacon/Sarah Krausse
Jody Jannot/DiAnne Lundgren
Ron Bacon/Sarah Krausse
Nancy Giddings/DiAnne Lundgren
DiAnne Lundgren/Nancy Giddings
Nancy Giddings

New Business

Nancy Giddings

Executive Session

Nancy Giddings

Open Session – Action, if applicable regarding executive session

Nancy Giddings

Adjournment

Nancy Giddings

**Board meetings are usually the fourth Tuesday of each month at 10:30 a.m. unless otherwise posted.
The Public is encouraged to attend; Handicap access is available.**

Next regularly scheduled meeting is April 27, 2021 @ 10:30 a.m. in the HUB Conference Room & via Zoom



Ferry County Health

BOARD OF COMMISSIONERS' MEETING

February 23, 2021

CALL TO ORDER: Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 10:30 a.m. on February 23, 2021, in person and via Zoom. Commissioners in attendance were Nancy Giddings, Ronald Bacon, DiAnne Lundgren, Jody Jannot and Sarah Krausse. Aaron Edwards, CEO; Brant Truman, CFO/COO; Julia Santana, James Davidson, IT Manager, Cindy Chase, CNO and Lacy Sharbono, Executive Assistant were present.

QUORUM ESTABLISHED: A quorum was present.

REVIEW, AMEND, ACCEPT AGENDA: A motion was made by Lundgren and seconded by Krausse to add an executive session regarding RCW 42.30.110(1)(g) and RCW 42.30.110(1)(d) to the consent agenda. The motion passed unanimously.

GUEST: Adam Volluz, Radiology Manager, Nina Novikoff, HR Director and Chi Pak, Rehab Manager

CORRESPONDENCE: Giddings read a letter that Dr. Artzis wrote to the community regarding all the efforts with vaccinations.

APPROVAL OF CONSENT AGENDA: A motion was made by Lundgren and seconded by Krausse to accept the consent agenda. The motion passed unanimously.

REHAB REPORT: Chi Pak discussed the efforts to provide services at the Curlew Clinic.

A motion was made by Lundgren and seconded by Krausse to approve the implementation plan to have Rehab services at the Curlew Clinic. The motion passed unanimously.

MEDICAL STAFF REPORT: Garcia noted the following:

- New drug out for COVID. Will be getting this ordered.
- New Cardiology services from Pulse starting in April.
- Swing bed is going well.

Adam Volluz: Discussed the purchase of a new CT and Digital X-Ray upgrade. The CT will be installed in May and the Digital X-Ray will be installed in March.

PUBLIC COMMENTS: None

CLINIC REPORT: Santana reviewed the attached report.

Giddings called for a break at 11:45 a.m. Open session continued at 12:07 p.m.

CNO REPORT: Chase reviewed the attached report.

SAFETY REPORT: Truman noted we have done a great job on vaccine reports to the State.

CFO/COO REPORT: Truman reviewed the attached report. He also discussed the Local Program he would like us to join.

FINANCIAL REPORT: Truman reviewed the January financials.

CEO REPORT: Edwards reviewed the attached report.

OLD BUSINESS:

- Board QI Project: On hold.
- Facility Update: The red tiny home will be here in April. Hospital roof repairs will start this spring.
- Health Foundation: They did not meet.
- Strategic Planning: On hold.
- Bylaws: Giddings asked that everyone review the current bylaws and will discuss at next month's meeting.

BOARD REPRESENTATIVE REPORTS:

- Finance: No Board concerns.
- Quality Improvement: No Board concerns.
- Compliance/Risk Management: No Board concerns.
- Medical Staff: No Board concerns.
- Credentialing:
 1. A motion was made by Lundgren and seconded by Krausse to approve the reappointment of Courtesy Medical Staff privileges by proxy for Integra providers: David Holznagel, MD, Douglas Murrey, MD, David Keaton, MD and Mark McVee, MD. The motion passed unanimously.
- EMS: Will be applying for a grant.

NEW BUSINESS:

- Presentation on Lattice by Nina Novikoff.
- Resolution 2021#2 COP Loan Program: Truman reviewed resolution.

A motion was made by Bacon and seconded by Lundgren to approve Resolution 2021#2 COP Loan Program. The motion passed unanimously.

EXECUTIVE SESSION: Executive Session was called at 2:00 p.m. regarding RCW 42.30.110(1)(d).

Open session resumed at 2:40 p.m. No action taken.



Ferry County Health

RESOLUTION 2021 #3

A RESOLUTION OF THE FERRY COUNTY HEALTH BOARD OF COMMISSIONERS, REPUBLIC WASHINGTON, AUTHORIZING THE DISPOSAL OF SURPLUS SMALL EQUIPMENT AND SUPPLIES.

WHEREAS, the District purchased and/or was donated several pieces of small equipment and supplies several years ago for multiple uses in different departments.

WHEREAS, the small equipment and supplies listed on attached Exhibit A are no longer in use and are in poor shape or obsolete,

WHEREAS, Exhibit A list of items are no longer necessary for the District's use and it would be an inefficient use of resources to move or continue to store them,

THEREFORE, the Ferry County Health Commissioners hereby resolve the aforementioned small equipment and supplies listed on Exhibit A shall be deemed surplus and disposed of by the District Policy, at the discretion of the Plant Manager.

RESOLVED, this 23rd day of March 2021.

APPROVED at regular meeting of the Commissioners of Ferry County Health, Republic, Washington, this 23rd day of March 2021.

Nancy Giddings, Chair Date

Ronald Bacon, Vice Chair Date

DiAnne Lundgren, Secretary Date

Sarah Krausse, Commissioner Date

Jody Jannot, Commissioner Date

Board of Commissioners

*36 Klondike Rd, Republic, WA 99166
P. (509) 775-8242 F. (509) 775-3866*

Asset Disposal Sheet (Quarterly Report)
 Disposal of Surplus Property other than Real Estate (Policy 25.01.001 - Exhibit A)
 For 2nd Quarter, 2021

DATE OF ACQUISITION	DESCRIPTION (Model/Serial #/ Quantity/Current Location)	REASON FOR DISPOSAL	DISPOSITION PROCESS		DISPOSAL TIMELINE		COMMENTS
Unknown	MTS Centrifuge/Model 5150-6	Out dated	Dump		ASAP		
3/17/2017	Boneco Steem Humidifier/041368000413	Out dated	Dump		ASAP		
12/1/2015	Hologen Lighted Microscope	Out dated	Possibly the school		ASAP		
Unknown	Chart Reader	Out dated	Dump		ASAP		
Unknown	Clinitek Status	Out dated	Dump		ASAP		
Unknown	Alerc Tri Meter	Out dated	Dump		ASAP		
Unknown	American Optical Transformer	Out dated	Dump		ASAP		
Unknown	ABX Micros 60	Out dated	Dump		ASAP		
Unknown	Screen Tyes	Out dated	Dump		ASAP		
Unknown	Broken Cart	Out dated	Dump		ASAP		
Unknown	Chart reader	Out dated	Dump		ASAP		
Unknown	Biosign incubator steam	Out dated	Dump		ASAP		
Unknown	Specimix Thermolyne	Out dated	Dump		ASAP		
11/5/1998	Lab Stat 2000	Out dated	Dump		ASAP		
Unknown	Micro Typing System	Out dated	Dump		ASAP		
Unknown	Clintex 50 Bcyer	Out dated	Dump		ASAP		
Unknown	Horizon Mini E	Out dated	Dump		ASAP		
Unknown	250 shelving units from Pharmacy	Do not need	Another local store		ASAP		
2004	1996 Ford F350 4x4 VINFTHF36G2VEA2108	Replaced	Sale		ASAP		

APPROVED BY:

Facilities Mgr _____ Date: _____

CFO _____ Date: _____

CEO _____ Date: _____

BOD _____ Date: _____

Resolution 2021 #3
 Date Approved by BOC: 3/23/21



TO: Ferry County Health Board of Commissioners
 FROM: Cindy Chase, CNO
 Subject: CNO Report

MEETING DATE: March 23, 2021

As of March 16, 2021

People	<p>To be the employer of choice. To develop and support a culturally diverse, competent, motivated and productive workforce. To recruit and retain highly competent staff to meet the District's patient and resident needs.</p> <ul style="list-style-type: none"> • Nurse Staffing We have a night shift RN returning off of FMLA. Yay, helps the schedule. An agency nurse or two to help fill in the gaps. Thank you Cares Act. • Workflow Evaluation we have been averaging about 5 swing beds. Currently we have a hospice patient for a few days. We still struggle with call lights. Rebecca looking into a grant much like the one that we were awarded for out cardiac systems
Quality	<p>To lead the community that improves community health status and access to care. To provide quality healthcare that can be defined, measured and published. To enforce and invest in a pervasive culture of safety.</p> <ul style="list-style-type: none"> • Infection Control/ Employee Health Lots happening in IC. Covid 19 testing continues about a couple a week if that much. We are looking to rescue Katy from the White house and move testing to the lab and to the isolation clinic as needed. Hoping by around April 1 for that to happen. Looking at new masking policies as the CDC has changed guidelines.
Service	<p>To provide an environment in which patients, families, providers and employees are highly satisfied. To provide an experience for patients that exceeds expectations in all areas of the District. To identify areas for improvement.</p> <ul style="list-style-type: none"> • Swing Beds. • Average of 5 SW. Looking at changing visitor polices for both LTC and Swing beds. Katy and Candice will lead the charge • New Equipment Nothing new. Covid 19 is cramping my spending style. • QI/RISK/QMM • A new quality dashboard is up and running for QI. Will meet again in April for QI and Compliance. I have joined a wsha compliance group that is really full of information. My biggest concern is the QMM report which shows increased falls in the ALF. The majority of falls happens in the evening. I know that Julia T is planning on doing a falls project for her QI.
Financial	<p>To be financially viable, to support advancing the mission and vision. To be operationally efficient. To offer value to payer and consumers.</p> <p>Cares money has afforded us the opportunity to do some creative staffing. Nice to have good coverage on the schedules.</p>
Growth	<p>To be the healthcare provider choice for our community. To identify service growth areas. To market service programs to community and constituents.</p>

NAC class is in full swing. Students doing their clinical time on the floor. Hoping they will be joining our team when their class is over.

CNO

We continue to make positive steps in eliminating Covid 19 in our community. Testing is down and we have gone a few weeks without a positive test. Our vaccination clinics are full each time and we have made significant dents in the wait lists and the provider wait list. We are looking at collaborating with the fire team to help with scheduling for our first doses. That will free both Katy and I up a bit to do our jobs. I will miss working in the White House! What a nice place to work that Aaron and Brant have created. I am out of the office for this meeting. Enjoy the emerging spring.



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TO: Ferry County Public Hospital District #1 Board of Commissioners
 FROM: Julia R Santana
 Subject: Board Report

MEETING DATE: March 23rd 2021

As of March 17, 2021

People	<p>To be the employer of choice. To develop and support a culturally diverse, competent, motivated and productive workforce. To recruit and retain highly competent staff to meet the District's patient and resident needs.</p> <ul style="list-style-type: none"> • I have made a decision on the informatics position. I am hopeful that I can report who took the position very soon. • I have offered the FOC position to a candidate. Again, I am hopeful I will be able to report on that position soon.
Quality	<p>To lead the community that improves community health status and access to care. To provide quality healthcare that can be defined, measured and published. To enforce and invest in a pervasive culture of safety.</p> <ul style="list-style-type: none"> • I am going to pool quality and service together this month and I want to show the board what a typical day of phone calls and messages to the clinic looks like.
Service	<p>To provide an environment in which patients, families, providers and employees are highly satisfied. To provide an experience for patients that exceeds expectations in all areas of the District. To identify areas for improvement.</p> <ul style="list-style-type: none"> • See above
Financial	<p>To be financially viable, to support advancing the mission and vision. To be operationally efficient. To offer value to payer and consumers.</p> <ul style="list-style-type: none"> • Nothing to report at this time, see below
Growth	<p>To be the healthcare provider choice for our community. To identify service growth areas. To market service programs to community and constituents.</p> <ul style="list-style-type: none"> • This month and board meeting my main objective is to show everyone provider/patient numbers over a 3 year period



TO: Ferry County Public Hospital District #1 Board of Commissioners
 FROM: Brant Truman
 Subject: COO/CFO Report

MEETING DATE: March 23, 2020

As of March 18, 2021

As of March 18, 2021	
People	<p>To be the employer of choice. To develop and support a culturally diverse, competent, motivated and productive workforce. To recruit and retain highly competent staff to meet the District's patient and resident needs.</p> <ul style="list-style-type: none"> • Drug Store is still looking for new assistant. New Tech coming shortly. • New Registration Lead starting shortly. • Intern will be around during the summer.
Quality	<p>To lead the community that improves community health status and access to care. To provide quality healthcare that can be defined, measured and published. To enforce and invest in a pervasive culture of safety.</p> <ul style="list-style-type: none"> • Working on price transparency to allow for shop able services among our patients. • Improved quality across Registration and program continues to progress, with a focus of add a lead. Excited for improvement. • New Digital Xray allows for improved image quality, after installation of new CT scanner the quality of images at Ferry County will be equivalent or better than all competitors.
Service	<p>To provide an environment in which patients, families, providers and employees are highly satisfied. To provide an experience for patients that exceeds expectations in all areas of the District. To identify areas for improvement.</p> <ul style="list-style-type: none"> • Looking into a registration kiosk opportunity to minimize errors and improve service. • Excited for Cardiology start April 5th, with advertising going out really excited for the start. • Working on additional capital projects that will improve the quality of services. • Continual work across the district to improve customer service.
Financial	<p>To be financially viable, to support advancing the mission and vision. To be operationally efficient. To offer value to payer and consumers.</p> <ul style="list-style-type: none"> • Looking at opportunities to pay off debt at accelerated rate. • Looking at Revenue Cycle opportunities. • Continue to work through adjustments related to the CARES act for vaccinations. • Working on finalizing the Cost Report and Audit. • Working on LOCAL loan program. • Total Fiscal Support from the Federal Government. • CARES ACT: \$3,752,874)PPP LOAN: \$1,280,000 (Grant) • Financial set up complete with Drug Store. Review Financials. • Review of Financials presented.
Growth	<p>To be the healthcare provider choice for our community. To identify service growth areas. To market service programs to community and constituents.</p> <ul style="list-style-type: none"> • CT Scanner will be here in end of May, excited to have a 64 slice, will enhance our CT imaging services. • Curlew Rehab clinic opening April 1st, a lot of excitement is building around new clinic. • Looking at EMR opportunities. • Looking at potential of Podiatry in the clinic.

Ferry County Public Hospital District #1 Financial Statements
Month Ending February 28, 2021



Ferry County Public Hospital District No. 1

doing business as

Ferry County Memorial Hospital

Combined Income Statement: Hospital, Klondike Hills and Republic Drug Store

Year to Date February 28, 2021

	January	February	% of Gross Rev
Operating revenue:			
Gross patient service revenue	1,893,770	1,798,016	95%
Contractual allowances and provisions for uncollectible accounts	(597,445)	(667,872)	-37%
Patient service revenue - (Net contractual allowances)	\$ 1,531,807	\$ 1,369,339	76%
Bad debt expense	29,730	41,921	2%
Other operating revenue	4,081	1,212	0%
Total operating revenue	1,565,618	1,412,472	79%
Operating expenses:			
Salaries and wages	588,711	599,825	33%
Employee benefits	177,243	185,097	10%
Professional fees	143,359	142,031	8%
Supplies	132,410	71,042	4%
Purchased services - Utilities	36,947	28,311	2%
Purchased services - Other	173,366	81,494	5%
Pharmacy Drugs	152,674	128,267	7%
Drug Store Retail	1,443	6,173	0%
Insurance	7,997	8,150	0%
Other	36,697	23,964	1%
Rent	11,573	11,573	1%
Amortization	3,601	3,601	0%
Depreciation	72,208	72,425	4%
Total operating expenses	1,538,229	1,361,953	76%
Gain (loss) from operations	27,388	50,519	3%
Nonoperating revenues (expenses):			
Property taxes	22,230	22,293	1%
Interest earnings	941	763	0%
Interest expense	(15,475)	(15,779)	-1%
Grants and donations	9,454	80	0%
Other	1,351,172	14,418	1%
Total nonoperating revenues (expenses) - Net	1,368,322	21,776	1%
Increase (decrease) in net position	\$ 1,395,710	\$ 72,295	4%

Ferry County Public Hospital District No. 1

doing business as

Ferry County Memorial Hospital

Balance Sheet (Combined Statement of Net Position: Hospital, Klondike Hills and Republic Drug Store)
Year to Date February 28, 2021

<i>Assets</i>	YTD Balances January	YTD Balances February
Current assets:		
Cash and cash equivalents	\$ 9,715,890	\$ 9,418,932
Patient trust	500	500
Receivables:		
Gross AR	3,682,752	3,812,027
Contractual allowance	(1,481,499)	(1,499,987)
Patient AR - Net	2,382,745	2,532,013
Taxes	286,366	269,119
Estimated third-party payor settlements	(4,874)	(4,874)
Other	267,773	382,289
Inventories	397,723	398,040
Prepaid expenses	63,901	76,506
Total current assets	\$ 13,110,025	\$ 13,072,525
Noncurrent cash and cash equivalents:		
Restricted cash & cash equivalent, USDA reserve	-	-
Internally designated cash and cash equip, funded depreciation	-	-
Total noncurrent assets limited as to use	-	-
Capital assets:		
Nondepreciable capital assets	\$ 27,282	27,282
Depreciable capital assets - Net of accumulated depreciation	6,442,569	6,398,433
Total capital assets	\$ 6,469,852	\$ 6,425,715
TOTAL ASSETS	\$ 19,579,877	\$ 19,498,241

Ferry County Public Hospital District No. 1
 doing business as
 Ferry County Memorial Hospital

Balance Sheet (Combined Statement of Net Position: Hospital, Klondike Hills and Republic Drug Store)
 Year to Date February 28, 2021

<i>Liabilities and Net Position</i>	YTD Balances January	YTD Balances February
Current liabilities:		
Current maturities - Long term debt	310,044	\$ 292,668
Current maturities - Capital lease obligations	56,245	49,114
Accounts payable	490,424	532,152
Warrants payable	441,875	292,493
Sales Tax Payable	1,685	-
Patient trust	500	500
Payroll and related expenses	183,919	218,974
Accrued vacation	367,057	387,737
Unearned tax revenue	244,530	222,300.24
Accrued interest payable	12,623	25,470.69
CARES ACT FEDERAL FUNDING	3,705,825	3,675,387
Estimated third-party payor settlements	760,164	760,164
Total current liabilities	\$ 6,574,892	\$ 6,456,961
Noncurrent liabilities:		
Long term debt - Less current maturities	4,132,331	4,081,603
Capital lease obligations - Less current portion	46,707	44,722
Total noncurrent liabilities	4,179,037	4,126,326
Total liabilities	\$ 10,753,929	\$ 10,583,286
Net position:		
Invested in capital assets	1,911,902	1,932,136
Restricted expendables	-	-
Unrestricted	6,914,045	6,982,818
Total net position	8,825,947	8,914,954
TOTAL LIABILITIES AND NET POSITION	\$ 19,579,877	\$ 19,498,241

Ferry County Public Hospital District No. 1

doing business as

Ferry County Memorial Hospital

Republic Drug Store Balance Sheet

Year to Date February 28, 2021

<i>Assets</i>	YTD Balance January	YTD Balances February
Current assets:		
Cash and cash equivalents	\$ 99,255	\$ 142,612
Receivables:		
AR - Net	181,492	\$ 219,972
Inventories	177,000	\$ 177,000
Total current assets	\$ 457,747	\$ 539,584
Noncurrent cash and cash equivalents:		
Total noncurrent assets limited as to use	-	-
Capital assets:		
Depreciable capital assets - Net of accumulated de	777,950	\$ 776,510
Gross depreciable capital assets	777,950	776,510
Total capital assets	\$ 777,950	776,510
TOTAL ASSETS	\$ 1,235,697	\$ 1,316,094

Ferry County Public Hospital District No. 1

doing business as

Republic Drug Store

Republic Drug Store Balance Sheet

Year to Date February 28, 2021

<i>Liabilities and Net Position</i>	YTD Balances January	YTD Balances February
Current liabilities:		
Current maturities - Long term debt	199,996	181,893
Current maturities - Capital lease obligations	-	-
Accounts payable	206,686	284,362
Warrants payable	37,465	4,419
Payroll and related expenses	10,469	32,780
Sales Tax Payable	1,685	-
Total current liabilities	\$ 456,301	\$ 503,455
Noncurrent liabilities:		
Long term debt - Less current maturities	744,811	744,811
Total noncurrent liabilities	744,811	744,811
Total liabilities	\$ 1,201,112	\$ 1,248,266
Net position:		
Unrestricted	34,585	67,828
Total net position	34,585	67,828
TOTAL LIABILITIES AND NET POSITION	\$ 1,235,697	\$ 1,316,094

FINANCE DASHBOARD
Ferry County Public Hospital District #1
February 28, 2021

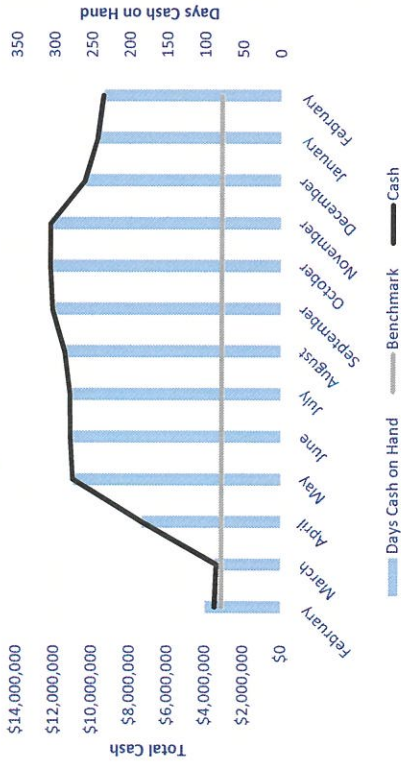
Stats	Year To Date		Current Month		Prior Year
	Current Total	Target	Current Total	Target	
1 Acute Care Days	34	31	16	16	23
2 Skilled Swing Bed Days	244	73	107	38	48
3 Long Term Swing Bed Days	457	700	209	362	304
4 Observation Hours	478	381	211	197	199
5 Admissions (Acute)	8	12	4	6	3
6 Average Length of Stay (Acute)	3.42	3.00	2.70	4.00	2.94
7 Outpatient Visits	1664	1608	863	832	801
8 ED Visits	265	276	124	143	131
9 Emergency Admit to Inpatient	1.89%	3.00%	2.42%	2.80%	3.82%
10 Procedures	20	38	13	20	17
11 Clinic Visits	1431	1696	678	877	926
12 Rehab Treatments	2115	1668	1063	863	920
13 Imaging Visits	604	677	321	350	324
14 Lab Visits	4838	4386	2309	2268	2021
Profitability					
14 Revenue Deductions % of Gross Revenue	32%	30%	32%	30%	30%
15 Salaries % Gross Patient Revenue	33%	45%	33%	45%	35%
16 Benefits % of Salary Expense	31%	26%	31%	26%	33%
17 Bad Debt % Gross Patient Revenue	2%	2%	2%	2%	2%
18 Charity % Gross Patient Revenue	2%	1%	2%	1%	1.95%
19 Total Salary Expense	\$ 1,188,536	\$ 1,200,000	\$ 588,711	\$ 600,000	\$ 518,333

Key

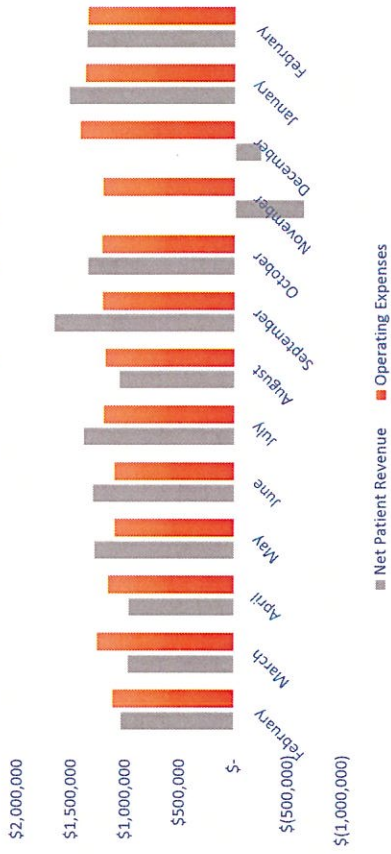
- Meets or exceeds budget/target
- Does not meet budget/target expectations by 5% or less
- Does not meet budget/target expectations by greater than 5%

2021 Financial

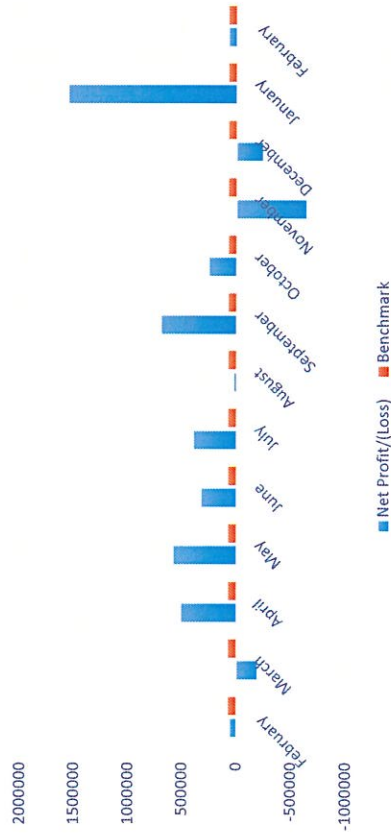
Days Cash on Hand



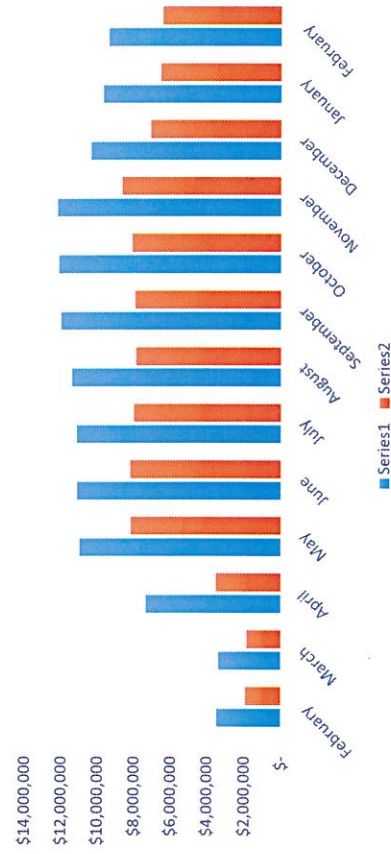
Net Patient Revenue vs Operating Expense



Net Profit/(Loss)

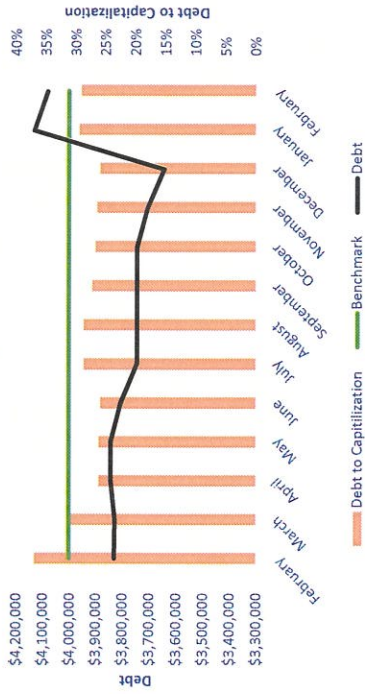


Cash vs Current Payables

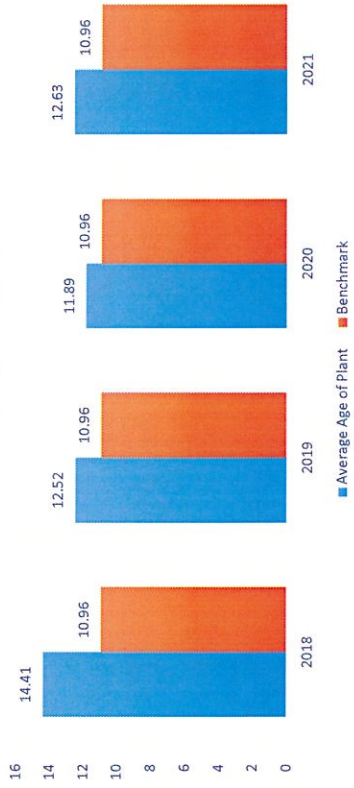


2021 Liquidity

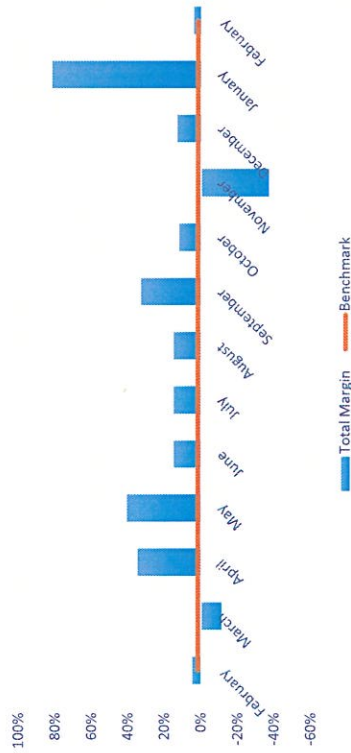
Debt to Capitalization



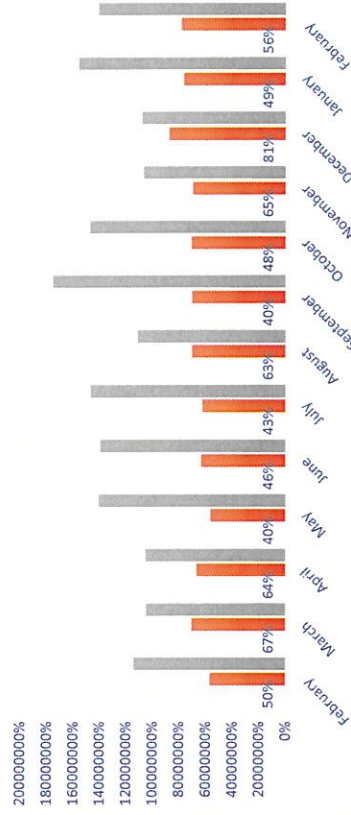
Average Age of Plant



Total Margin

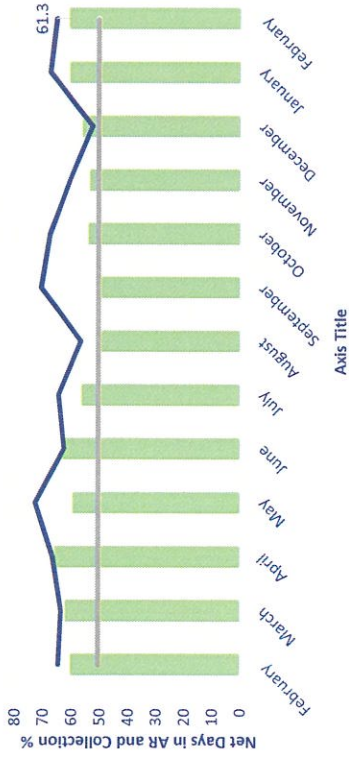


Labor Expense as a % of Operating Revenue

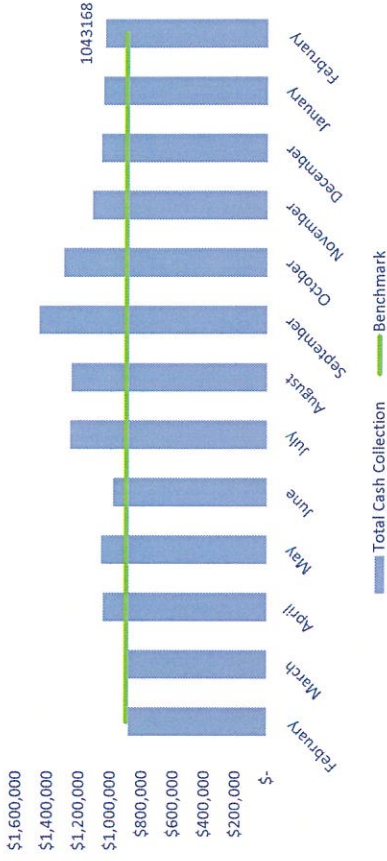


2021 Revenue Cycle

Net Days in Accounts Receivable



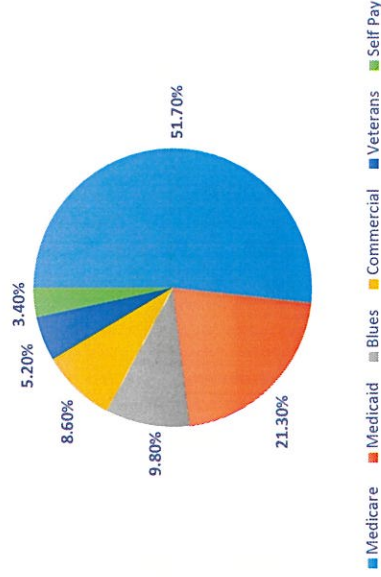
Cash Collections- Patient Accounts



Total Available Denials



Payer Mix- 13 Month Average





TO: Ferry County Health Board of Commissioners
 FROM: Aaron Edwards, CEO
 Subject: CEO Report

MEETING DATE: March 23, 2021

As of March 16, 2021

<p>People</p>	<p>To be the employer of choice. To develop and support a culturally diverse, competent, motivated and productive workforce. To recruit and retain highly competent staff to meet the District's patient and resident needs.</p> <ul style="list-style-type: none"> • All 2021 reviews have been completed across the district. • Met with the type III team helping Stevens and Pend Oreille counties with vaccination. May use them to handle calls, build days + input data into IIS. • Visited with an ARNP interested in clinic work. • We lost an excellent dietary candidate post offer acceptance due to the Public Service Loan Forgiveness Program (National Service Corps) not recognizing us as a not for profit. Working with Patty Murray's office to get the issue escalated. • Had three interviews for informaticist. We expect to have a decision soon. • Passed the quality module of my NRHA Rural CEO Certification course, next module = finance. • Looking for a social worker/discharge planner for the hospital. • Visited with Cathy McMorris Rogers regarding vaccination progress in Ferry County and the State.
<p>Quality</p>	<p>To lead the community that improves community health status and access to care. To provide quality healthcare that can be defined, measured and published. To enforce and invest in a pervasive culture of safety.</p> <ul style="list-style-type: none"> • Will be having a mock hospital survey done by the WSHA quality team. • Visited with Arbor Health and Whitman Hospital about the possibility of a shared compliance officer. • Would like to see the return of visitors to our ALF, ED, Hospital and LTC. Waiting for guidance/and an adjusted proclamation from the governor after the CDC made recommendations to allow visits again this past week. • Working on a plan towards resolve with the DES and Hermanson on the lack of energy savings found by the 20'/21' M&V.
<p>Service</p>	<p>To provide an environment in which patients, families, providers and employees are highly satisfied. To provide an experience for patients that exceeds expectations in all areas of the District. To identify areas for improvement.</p> <ul style="list-style-type: none"> • By the time we visit in person we will have exceeded 2,600 doses of vaccine! • Working on securing funding for our County Airport to get needed repairs and upgrades done with the long term goal of having GPS approach. This will drastically cut down the time to transfer critical patients in poor weather. • While Gov. Inslee/Sec. Shah did not formally respond to the Rural Health Collaborative (attached to last month's board report - from 21 hospital CEO's) sent asking to be separated out from larger counties, we are surprised and pleased that the coming move to phase 3 does not have us tied to Spokane County.
<p>Financial</p>	<p>To be financially viable, to support advancing the mission and vision. To be operationally efficient. To offer value to payer and consumers.</p> <ul style="list-style-type: none"> • Clinic numbers are down, will be working towards discovering possible causes (some of it likely still fear of C19) and then move to a solution.
<p>Growth</p>	<p>To be the healthcare provider choice for our community. To identify service growth areas. To market service</p>

programs to community and constituents.

- Digital X-Ray is in and producing excellent results.
- 64 Slice CT is on its way which will allow for greater cardiac services in the hospital among other things.
- Ferry County Health thanks Dr. Pavlic with a formal letter for his 30+ years of service to the region. Looking forward to working with Pulse/Multicare moving forward.